

11 September 1970

MEMORANDUM FOR: Acting Chief, Support Services Staff

SUBJECT : Review of Printing Services Comments on Agency
Microform Planning

STATINTL 1. After careful review of the Office of Logistics Study on
Agency Microform Planning, which Mr. [redacted] sent to the Records Management Board on 3 August and Mr. Blake subsequently sent to the DDS, I did discuss the study with you, with the Records Board, with Mr. Sam [redacted] in DDI, and on 10 September Mr. [redacted] and I met with the author Mr. [redacted] to discuss the several statistics to which everyone is taking exception. STATINTL

STATINTL 2. After a friendly and detailed discussion of the study from 9 a.m. until 2 p.m. I have concluded as I did upon first reading that Mr. [redacted] is positive and unyielding on every point in his paper. He is ready to write rebuttals to clarify his points or answer any and all comments any one will make to him. Further he feels that microfilming is being misrepresented in the Agency and deserves greater use with less concern for its costs which he considers academic since the people and equipment are available. He says unnecessary attention is being paid to elaborate indexing and systems studies for current files which should not be considered at this time. He insists we should concentrate on inactive files and that any records being retained more than ten years should be filmed. He feels available manpower, equipment, and safe storage space should be utilized thus there is no genuine added cost considerations. He concludes that use of office safes to file the newly converted files on reels of microfilm will remove several thousand feet of paper records from the Records Center and thus will permit a savings of half a million dollars at the Center within a few years.

STATINTL 3. I feel certain that I did not convince Mr. [redacted] that the annual cost for operating the Records Center would be the same whether we stored 100,000 or 94,000 boxes of records. He insisted that the 1968 total Records Center cost of \$215,000 to store and service 100,000 boxes of records averaged out to \$2.15 per box. Therefore the removal of 6,000 boxes at \$2.15 each would mean a savings of \$12,900. Likewise, the cumulative savings from 12,000 boxes the second year; and 18,000 the third year, and so forth for six years plus extended savings on the 36,000 boxes for the sixth to the tenth years would net a half million dollar savings at the Center.

4. I was not able to get from him his estimate of the time and cost required in filming one drawer of Correspondence files. He rejects the Kodak contracting estimate of 7 cents a page as commercial and not applicable in the Agency. I offered my formula that the cost is one cent per page filmed and the time is a half a drawerful (2,000 pages) per day. In short on a year-round basis, one man-day per cubic foot of paper filmed at a cost of \$20.00 per reel. I suggested that if he preferred we could double the production output to provide a more conservative time estimate of two feet filmed per camera per day. However, I am confident there never was a reel of film that has cost less than \$20.00. We must reach agreement on how much time and manpower is required to film 6,000 cubic feet of files per year. He insists that personnel and funds do not enter the consideration because the Agency plan in his paper calls for the use of the manpower available in every component and all the microfilm equipment in the Agency. He is confident his plan is valid and that the component clerks could film a few feet of files from time to time under Printing Services guidance. He figures that the clerk's overall aggregate output would total 6,000 cubic feet of files converted to film per year and the net savings would total \$750,000 within six years.

5. I tried to explain that if and when we identify it from the 17,000 new feet of files each year, the 6,000 filmable cubic feet of files per year would require 6,000 man-days of camera time and result in 6,000 reels of film. I said that in six years the 36,000 reels at \$20 per reel would cost \$720,000. He insisted there would be no cost because the people were already being paid. I have to admit that if he gets the manpower and equipment free then the film supplies of about \$3 per reel would cost only \$100,000.

6. I reminded him of the several recent attempts we have made to get components to do their own microfilming. The Cable Secretary agreed to film his cables if he could buy a \$3,500 camera and DDP would furnish him two people. The RID agreed to film the Applicant Files if authorized summer employees to do the work. The RID hired nine this summer and completed filming 150 of the 600 cubic feet of Applicant Files. The DDS&T agreed to have its cables filmed last Fall if PSD would send in a team with cameras. These experiences made no differences in [redacted] position. I said we are making progress and would continue our efforts to have more such Offices put more of their files on microfilm regardless of where the money, men, and machines came from. I told him of the two-day conference of Records Officers in 1968 at which we urged them to microfilm more of their files. I also mentioned that we were preparing a DDS memo to DDS Office Heads to search for more files with micro-filming possibilities. I told Mr. [redacted] we agreed with his objective entirely. I said we were positive that file microfilming was essential and inevitable. We were certain systems considerations were involved in every file microfilmed. We were trying to identify what to film and how

to get it done. We only questioned his statistics and were concerned that they would misinform the DDS as to the cost and feasibility of a Agencywide microfilming.

7. I acknowledged that the scarcity of space had compelled me to reduce my use of the Federal cost estimate which recommends filming only those inactive records held more than 30 years. The 30-year break-even cost remains valid but the space pressure is overriding. Therefore, I am now ready to go even further and consider filming files to be held as little as ten years.

STATINTL 8. We concluded with the hope on both sides that next Thursday's (17 Sep) Microfilm Roundtable with several Agency specialists in this field will be able to clarify some microfilming facts of life in this Agency. The Roundtable is sponsored by the Records Management Board and [REDACTED] would like to have his ideas discussed there. I agreed they would be appropriate to the discussion but that the Roundtable was to consider Agency microfilm problems and was not scheduled to review his paper. We parted amiably, but without settling the status or future of his paper. At one point, Mr. [REDACTED] recommended he recall the paper from Mr. [REDACTED] but that was not accepted either. Perhaps after STATINTL Thursday's Roundtable he will reconsider or we will have some additional STATINTL information for Mr. [REDACTED]

STATINTL 9. It seems to me that everyone is in agreement and is actively practicing the basic policy of each component doing its own microfilm development and conversion with whatever technical and systems support it chooses to seek. Thus I see nothing new or fundamentally in conflict from Mr. [REDACTED] concept that component's do their own work where possible. I see no need to persist in trying to clarify his statistics even though you and I do not agree with him. I do believe it advisable that his figures not be given to the DDS because I don't know who can explain or document how he will save nearly a million dollars in six years of microfilming. He, himself, states there are some generalities and possible errors in his calculations and I feel he will not wish to insist that the figures and anticipated savings need be stressed.

[REDACTED] STATINTL
CIA Records Administration Officer

STATINTL DDS/SSS/RAB/[REDACTED] fms (11 Sep '70)

20 AUG 1970

SECRET

CIA ARCHIVES AND RECORDS CENTER

19 August 1970

MEMORANDUM FOR: CIA/Records Administration Officer

SUBJECT : Agency Microform Planning

25X1A 1. I do not agree with Mr. [REDACTED] findings, but I do agree with Mr. [REDACTED] statement: "We are at a stage where we must determine how records are to be miniaturized, not whether they should be miniaturized."

25X1A 2. Mr. [REDACTED] says the Agency already has the capability to do the job. I do notice, however, that Mr. [REDACTED] would turn the responsibility for the program over to the Records Management Officers except for the technical expertise which he would provide. 25X1A

3. In view of the above, I recommend that the attached study be turned over to the Records Management Board members for their comments and/or reactions. 25X1A

[REDACTED]
Chief

SECRET

GROUP 3
Excluded from automatic
downgrading and
declassification

SECRET

10 September 1970

MEMORANDUM FOR: CIA Records Administration Officer

SUBJECT : Agency Microform Planning Comments

1. I feel it is Records Management's function to Administer the microform program. In turn we should be able to ask Printing Services Division for technical advice when necessary. The Records people should develop systems to be used and evaluate the effects on the present systems.

2. In the current file area our biggest problem is adding to the file, we have to have a better way to do the job.

3. PSD's is just looking at their side when "in the writer's opinion, there is no reason for further delay in dealing with the problem of storage of inactive files."

4. Each record series and non-record groups of files must be evaluated on its own merits. A microfilm survey should bring these records into focus.

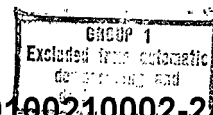
5. I feel a great deal can be accomplished in the DDS at the time the SIPS Projects are completed. A great number of paper machine listings that go to the ^{CENTER} Records presently will be put on microfilm for storage at the Records Center thru the computer output microfilm method.

6. I feel as the COM method is developed in the Agency, many of the computer tapes that are stored in the Records Center can be microfilmed. At the time it is necessary to retrieve this information it could be processed back into the system through the optical character reading (OCR) method. Our computer "Experts" must, if they haven't already, start thinking of the records storage problem.

1A

DDS Records Administration Officer

SECRET



COST COMPARISON

Hard Copy vs. Microfilm for the Storage and
Maintenance of Inactive Records

1. Basis for Estimates

a. Estimates have been prepared on the existing hard copy storage plan as well as four different microfilm plans. Each microfilm plan has been compared separately with the hard copy plan. Estimates include all costs which can be directly identified or attributed to a specific plan.

STATINTL Since the new shelving [REDACTED] will be filled up in 6 years with inactive files, its associated costs were included in the hard copy plan.

b. The microfilm estimates attempt to show what costs are incurred when these same records are microfilmed as they become inactive and are stored for comparable amounts of time with the active files at Headquarters

STATINTL instead of [REDACTED] Each plan assumes a net growth of inactive files of 6,000 cubic feet per year (a stack 11 times as high as the Washington Monument) is to be dealt with. Each plan is costed for documents with a 6-year minimum retention and for 10-year minimum retention. Each plan uses a 6-year accumulation of 36,000 cubic feet of records for costing, since this is the approximate capacity of the shelves. The 10-year plan includes the costs for 4 additional years of storage and file maintenance for the same 36,000 cubic feet of records.

c. The microfilm plans include costs for maximum and minimum increases in personnel. Also, optional costs are provided for the production of Diazo duplicate rolls of microfilm to provide additional protection with storage of the silver original microfilm [REDACTED] the use of STATINTL Diazo at Headquarters to service requests.

2. Explanation of Cost Items

a. Storage

(1) Equipment:

(a) Shelving cost and security installation costs are directly attributable to new hard copy storage and these costs will be repeated 6 years hence, at the present rate of growth.

(a) Safe storage cost at Headquarters was computed as follows:

Safe Cost	\$ 700.00
Ten-year amortization	70.00/year
Eight cubic feet of files per safe	8.75/cu. ft.
Floor space cost at Hqs., 1970	<u>5.00/cu. ft.</u>
TOTAL	\$ 13.75/cu. ft./year
Microminiaturization Factor, 1/100	\$.14/cu. ft.

(2) Building (Housing of records):

STATINTL [REDACTED] Cost (per Records Management Officer), 1968 -

\$. 32 per cubic foot year

Headquarters storage, 1970 (see safe storage costs above) -

\$5. 00/cubic foot.

(3) Relocation: Self-explanatory.

b. File Preparation

(1) For Hard Copy Retirement - Approximately three safes or 24 cubic feet per day to be sent [REDACTED] - The equivalent of two STATINTL GS₁ - 3's are estimated for this task.

(2) For Filming - Preparation of the file (6, 000 cubic feet per year) for filming is a task that would require 10 people according to a 1968 estimate of the Records Management Office. It is felt, however, that most of this burden could be assumed by the 2, 000 clerks now working with these files without an increase in the budget. The costs for the minimum and maximum manpower have been estimated.

c. File Maintenance

(1) Request Inactive File - In comparing the two systems, a basic tenet of this estimate is that the time required for a clerk at Headquarters to prepare a request for records from [REDACTED] STATINTL for all of the subsequent handling of the request and of the files at Headquarters is at least equal to the time which would actually be required for

the same clerk to select a roll of microfilm from an office safe, put it on a reader, locate the proper document, and return the film to the file. The current total number of requests [REDACTED] been estimated at 500 per day. No costs have been estimated for the two operations but it is believed that one cancels out the other in the cost comparison. STATINTL

(2) Servicing of File - For hard copy [REDACTED] this cost was estimated by the Records Management Office at \$2 per cubic foot per year. It includes all cost [REDACTED] filing, retrieving of file, guards, clerks, supervisors, etc. For servicing of inactive microfilm files at Headquarters, the cost has not been estimated but is considered to be equalized in the cost comparison as described above. STATINTL

d. Filming. A 1968 paper by the Records Management Office estimated that 22 persons would be required to film the 6,000 cubic feet of records per year in order to achieve a "zero" net growth [REDACTED] The production and manpower estimates were as follows: STATINTL

(1) Volume - 6,000 cubic feet per year, of which $\frac{2}{8}$,000 cubic feet could be done on planetary cameras and 4,000 cubic feet on rotary cameras.

(2) Filming rate - Rotary camera, 3 cubic feet per day per operator per camera. Planetary camera, 1.5 cubic feet per day per operator per camera. This requires the equivalent of 12 man years of

camera operators per year with at least four rotary and eight planetary cameras in continuous operation producing an average of 24 rolls of film per day (24 cubic feet of documents per day) in order to produce the required 6,000 cubic feet per year (using 250 working days per year). An additional 10 man years annually would be required according to the 1968 Records Management Office paper for indexing, preparing the files for filming, feeding the documents to the camera operators, etc. As stated above, the writer feels that a substantial part of this work could be absorbed by the existing Agency clerical force that normally maintains these files prior to their retirement. For this reason, estimates are provided which are based on (a) a minimum increase of 2 clerical and 6 photographic personnel and (b) a maximum increase of 10 clerical and 12 photographic personnel.

e. Processing

This would include a technical inspection of each roll for density, resolution, blemishes, etc. At 50 feet per minute, the actual processing time could be as little as one or two hours per day for the 24 rolls.

COST COMPARISON I (In Dollars)

Item	Store in Hard Copy at Records Center	6 yrs. Minimum	10 yrs. Minimum	Store in Roll Microfilm at Headquarters	6 yrs. Minimum	10 yrs. Minimum
<u>Storage</u>						
Equipment	New shelving (6-yr. capacity) and security installation.	600,000	600,000	Safes @ \$9.00/cu. ft./yr. 1/100 reduction for microfilm.	11,340	24,300
Building	Housing of records @ .32/cu. ft./yr.	40,320	86,040	Hqs. housing @ \$5.00/cu. ft. 1/100 reduction for microfilm.	6,300	13,500
Relocation	Shifting and reorganizing boxes for new shelves 4 GS-3's for 1 year	20,800	20,800	NONE	---	---
<u>File Preparation</u>	For Retirement - Purging, boxing, shipping. Equiv. of 2 GS-3's for 6 years.	62,400	62,400	For Filming - Purging, indexing, removing from folders. 2 to 10 GS-3's for 6 years.	62,400 or 312,000	62,400 or 312,000
<u>File Maintenance</u>	STATINTL					
Req. inactive file				Equal, but unknown - one cancels other		
Servicing of file.		252,000	540,000	Remove file from Hqs. office safe. Display on reader - Return to safe.		
<u>Filming</u>	NONE	---	---	Decentralized operation. 6-12 microphotographers @ \$7,384 for 6 years.	265,824 or 531,648	265,824 or 531,648
<u>Processing</u>	NONE	---	---	One man at \$7,696 for 6 yrs.	44,152	44,152
<u>Supplies</u>	Boxes, 36,000 @ .12	4,320	4,320	Film, reels, cans, @ \$3.00	108,000	108,000
Subtotal		979,840	1,313,560		498,016 or 1,013,440	518,176 or 1,033,600
Diazo Dup.	NONE	---	---	Full cost including storage \$300/roll.	108,860	108,860
TOTAL		979,840	1,313,560	STATINTL	606,876 or 1,122,300	627,036 or 1,142,460

COST COMPARISON II (In Dollars)

Item	Total Cost		Total Difference Hard Copy vs. Microfilm		Annual Difference Hard Copy vs. Microfilm		Cost per Cubic Foot per Year		Average Total Cost per Year	
	6-year Minimum	10-year Minimum	6-year Minimum	10-year Minimum	6-year Minimum	10-year Minimum	*6-year Minimum	**10-year Minimum	6-year Minimum	
Hard Copy Stored at Records Center	979,840	1,313,560					7.70	4.80	163,306	
Microfilm Stored at Headquarters										
Employing minimum additional manpower	498,016	518,176	+ 481,464	+ 795,384	+ 80,244	+ 79,538	3.95	1.91	83,002	
Employing maximum additional manpower	1,013,440	1,033,600	- 33,600	+ 279,960	- 5,600	+ 27,996	8.04	3.83	168,906	
Employing minimum additional manpower and adding Diazo duplicate	606,876	627,036	+ 372,604	+ 686,524	+ 62,100	+ 68,652	4.81	2.32	101,146	
Employing maximum additional manpower and adding Diazo duplicate	1,121,839	1,142,460	- 142,359	+ 171,100	- 23,726	+ 17,110	9.03	4.23	186,973	

* Annual increase of 6,000 cubic feet each year for 6 years = 126,000 cubic foot years.

** Annual increase of 6,000 cubic feet each year for 6 years plus 4 additional years
storage = 270,000 cubic foot years.

NOTE: A plus (+) indicates a savings for the microfilm plan.
A minus (-) indicates a savings for the hard copy plan.